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SHELBY COUNTY GOVERNMENT
"a county on the move"



COVER:
Shelby County Government
buildings cover several blocks
in downtown Memphis.



This booklet about Shelby County Government is published by the Shelby County Public Affairs Office: Tom Jones, Public Affairs Officer; Phyllis Seear, Assistant Public Affairs Officer, and Andy Haynes, Photographer.

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INTRODUCTION



The Shelby County Courthouse has been a landmark in downtown Memphis for decades.

This booklet offers you information about one of the most important influences on your life—Shelby County Government.

As you thumb through this booklet, you will probably be surprised by the variety of services provided by your county government, from agricultural services to zoning, your government offers services which touch your daily life. While private business measures its success by its profits, county government measures its success by how much our services profit you, because this is your government. You pay for it and all of its services are directed at you.

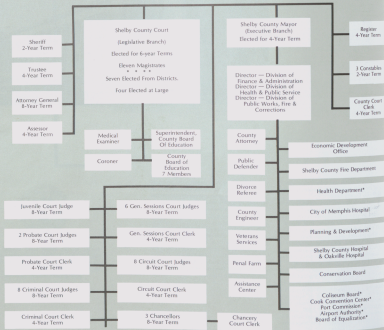
County government was restructured on January 3, 1976, after citizens in Shelby County voted overwhelmingly for the change. Since its revamping, county government has moved to get a firm, businesslike grip on its many services. With an annual budget of more than \$240,000,000 and a payroll of 7,000, county government strives to provide you with the most efficient, economical and responsive government.

While creating new departments and services to benefit you, county government has prevented a rise in your property tax and the number of county employees. Since restructuring, county government has received a number of awards for innovative and progressive programs.

This booklet is not meant to be an in-depth look at county government, but a profile of departments, services, history and structure. For additional information, please contact the Public Affairs Office at 528-3588.

We believe that Shelby County Government is on the move. This booklet is a report to our bosses—you, the taxpayer.

SHELBY COUNTY GOVERNMENT OVERVIEW



THE EXECUTIVE BRANCH — — SHELBY COUNTY MAYOR



Mayor Roy Nixon

Roy Nixon, the county's first mayor, is head of the executive branch of Shelby County Government.

The mayor, as chief fiscal officer, is responsible for all administrative functions of county government.

The office of mayor was created to replace three county commissioners, who had authority over many county services under the old form of county government. Fiscal responsibilities and authority over certain services were often blurred in the past because of the overlapping duties of the commissioners and the County Court Chairman.

Under the new form of government, responsibilities were clearly defined for the first time. The restructure act set out the specific functions of the legislative and executive branches.

The improved system provides for a system of checks and balances between the two

branches of government. Under restructure, the mayor's administration consists of three divisions—administration and finance, health and public service, and public works, fire and corrections.

Each division is headed by a director appointed by the mayor with the concurrence of the County Court, but can be removed without Court approval. Each director coordinates activities of the departments within his division.

The mayor can veto resolutions of the County Court, but the court can override the veto by a simple majority vote. All resolutions are submitted to the mayor for his signature, but automatically go into effect if he fails to sign them within 10 days.

The mayor nominates members to all boards, authorities and commissions, excluding the Shelby County Board of Education. All mayoral nominations are subject to the approval of a majority of the County Court.

*Joint City-County Operation

SHELBY COUNTY QUARTERLY COURT



Squire Charles Baker



Squire Walter Baker



Squire Carolyn Gates



Squire Jesse Turner



Squire Minerva Johnson



Squire John Maxwell

The Shelby County Quarterly Court is the legislative branch of Shelby County Government.

Commonly known as the County Court, the Quarterly Court consists of 11 members who are elected to six-year terms. Seven of the members are elected from districts and four are elected at-large.

Each year, the court members—who are called justices of the peace or squires—elect one of their members to serve as chairman for one year. As chairman, the member presides over meetings, makes committee appointments and supervises an office staff.

The present members of the Quarterly Court are Charles W. Baker, retired Court chairman; Walter Lee Baker Jr., attorney; Carolyn Gates, housewife and civic leader; Jesse H. Turner Sr., vice-president of Tri-State Bank; Charles R. Perkins, attorney; Minerva Johnson, school teacher; John R. Maxwell Jr., attorney; Vasco Smith, dentist; Pete Swann, attorney; Clair Vander Schaaf, president of C. Vander Schaaf and Associates; and John Ford Canale, attorney and business executive.

Mr. Perkins is presently serving as chairman of the County Court.

According to state law, the County Court must meet the first Mondays in January, April, June and October, but because of the crush of business, the Shelby County Quarterly Court meets about two dozen times a year. In addition, the Court has 10 standing committees which regularly meet.

The standing committees are as follows: 1) Budget, Finance, Depository, Property and Investments; 2) Public Works, Utilities and Con-



Squire Charles Perkins



Squire Vasco Smith



Squire Pete Swann



Squire Clair Vander Schaaf



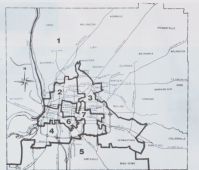
Squire John Ford Canale

vention; 3) Hospitals and Health; 4) Law Enforcement, Courts and Penal Institutions; 5) Land Use and Planning; 6) Education and Libraries; 7) Public Service, Public Building, Airports and Building Regulations; 8) Welfare, Housing and Community Action Agency; 9) Industrial, Port and Penal Farm Land Development; and 10) General Government Operations and Personnel Practices.

The County Court also can appoint special committees with specific areas of responsibility. The squires' duties include adoption of the county tax rate, adoption of resolutions governing county operations, and the appropriation of funds.

Present County Court districts are shown in the above map. However, districts must be redrawn before the 1978 elections. All citizens are eligible to vote for five squires — one from their district and four elected at large. The seven districts and their squires are as follows: District 1, Charles Baker; District 2, Walter L. Baker Jr.; District 3, Carolyn Gates; District 4, Jesse H. Turner; District 5, Charles R. Perkins; District 6, Minerva Johnson; and District 7, John R. Maxwell Jr.

The four at-large squires who represent the entire population of the county are as follows: District 8, Vasco A. Smith; District 9, Pete Swann; District 10, Clair Vander Schaaf; and District 11, John Ford Canale.





William Boyd

ASSESSOR

William C. Boyd serves as Shelby County Assessor of Property, a constitutional office with a term of four years.

The assessor's office appraises property in Shelby County and in the cities of Memphis, Arlington, Bartlett, Collierville, Germantown and Millington and each respective government collects taxes based on the assessments.

Different types of property are assessed at different rates per \$100 valuation. Farm and residential property are assessed at 25 per cent, commercial and industrial property are assessed at 40 per cent, and public utilities are assessed at 55 per cent.

The actual value of taxable property in Shelby County is almost \$7 billion, and is assessed at about \$2 billion. Approximately 36 per cent of the budget of Shelby County Government is funded by the property tax.

The City of Memphis Assessor's Office was consolidated with the county assessor's office in 1972. Tax bills are mailed by the city treasurer the last week of June and taxes are due July 1, but become delinquent the first of September. Tax bills are mailed by the County Trustee the

last week of September and taxes are due October 1, but are delinquent the first of March.

Any assessment of the assessor's office can be appealed to the Board of Equalization.

The Quarterly Court and City Council have appropriated funds to finance a computer-assisted appraisal program for the county. This program, when completed, will insure that each citizen of Shelby County is paying a fair share of taxes. This modernized system will allow the assessor's office to maintain up-to-date appraisals for all property.

ATTORNEY GENERAL

In the forefront of the county's fight against crime is the attorney general's office, which prosecutes all felony and misdemeanor charges.

Hugh W. Stanton Jr. is the attorney general of Shelby County, supervising the largest staff of prosecutors in the state. His office also handles more cases than any other attorney general's office in Tennessee.

The primary goal of the prosecutor's office is to reduce the time between the arrest of a suspect and the disposition of the case. The attorney general's office has a screening program which evaluates all cases before they are presented to the Shelby County Grand Jury for indictment.

Under a federal grant, career criminals are given priority in Criminal Court and are tried within 90 days of their arrests. The attorney general's office also operates the diversion program, which removes selected first offenders from the criminal justice system and places them in a special rehabilitative probation program.

The attorney general's office has a staff of 54 persons, including prosecutors and criminal investigators. In criminal cases, the attorney general's office represents the state in preliminary hearings both in City Court and General Sessions Court.

If a suspect is bound over to the Grand Jury, the attorney general's office reviews the case and calls witnesses to testify to the grand jurors, who are citizens called to serve by the jury commissioner. If indicted, the case is sent to Criminal Court Clerk's office, where it is assigned to one of the eight Criminal Courts.

During each step of the criminal justice process, a staff lawyer from the attorney general's office is present to insure that the rights of the public are protected.

In recent years when the crime rate increased, so did the caseload of the attorney general's office. Presently, more than 1,000 cases are handled each year in each of the eight divisions of Criminal Court.

The office of attorney general is a constitutional one with a term of eight years.

Hugh Stanton





Eugene Barksdale

Although the sheriff's department evokes images of deputies patrolling rural areas of the county, many of the department's functions are carried out within the City of Memphis.

According to the Tennessee Constitution, the sheriff is the chief conservator of the peace and serves for two-year terms. However, the sheriff can serve only three terms. In Shelby County, the sheriff is Gene Barksdale.

Responding to about 28,000 calls a year, the sheriff's department provides 24-hour protection for persons living in the county outside of incorporated areas and within Arlington and Bartlett. In addition, the sheriff's department has specially-trained officers to fight certain crimes, such as drugs and arson.

The department also assigns deputies to each of the county's high schools to counsel students and to offer an officer on campus to prevent crimes. This program is part of the department's ambitious community relations program. Also offered for the public is Safety Town, a miniature city in which children are taught their first rules for being safe drivers.

The Neighborhood Watch program spon-

sored by the sheriff's department provides citizens with an organized method in which to fight crimes, especially burglaries and vandalism. The community relations program also often speaks on all phases of the sheriff's department for community groups.

The sheriff's department also provides officers to serve as bailiffs in each of the state courts in Shelby County. These deputies open court, serve court papers, close court and offer general assistance to the judges.

The sheriff's department fugitive squad makes arrests of persons wanted by the courts for various reasons, ranging from bondjumpers to escaped criminals. Most of these arrests are within the city limits of Memphis.

Cooperating with the Memphis Police Department, the sheriff's department supports the metro law enforcement units which have effectively combated crime in Shelby County.

Together, the law agencies form the Metro Narcotics Unit, Metro Arson Squad, Metro Juvenile Unit and Metro Aviation Unit. Combining officers into these specialized areas has resulted in a more cohesive, better organized

fight against crime.

In addition, the sheriff's department supervises the Shelby County jail, where persons are held awaiting trial or awaiting transfer to another prison. The sheriff also houses prisoners in jail east and the Women's jail at the Penal Farm. About 600 persons are held by the Sheriff's Department in these jails.

An ultra-modern jail is part of the justice complex which will be completed about 1980.

Over the years, the sheriff's department has led the way in progressive programs while maintaining traditional programs for fighting crime.

The County Court Clerk's Office can also be called the office of licenses.

During the course of a year, the office sells about 450,000 automobile licenses and issues about 8,000 marriage licenses. Also, the office sells business privilege licenses, real estate licenses, general contractor licenses and veterinarian licenses.

In addition, the County Court Clerk's office collects the business tax (gross receipts tax), sales tax on motor vehicles and boats when the tax was not paid to a dealer, and liquor-by-the-drink tax.

The office records, transcribes and maintains the official minutes of the Shelby County Quarterly Court and maintains the Quorum Docket. At each meeting of the Court, the clerk or his representative calls the roll for each official vote of the quorum.

He files powers of attorney for fidelity and bonding companies and maintains other official records, such as election results.

In Shelby County, Robert M. Gray is County Court Clerk.

Every year, almost every resident of Shelby County writes Mr. Gray's name at least once, usually for payment of state automobile license. The licenses are now renewed on a staggered basis to prevent lengthy lines which previously accompanied license renewal.

However, Mr. Gray has streamlined his operation to speed up license renewals of the many hundreds of citizens who come downtown to get new licenses.

The County Court Clerk, a constitutional office, is elected for a term of four years.



Robert Gray



Riley Garner

As trustee, Riley Garner acts as treasurer and tax collector for Shelby County Government. A constitutional officer, the trustee serves terms of four years.

His office maintains control of county funds until they are distributed on a monthly basis to county agencies. On June 30, all excess funds accumulated each year are paid to the county's general fund.

The trustee's office distributes funds to banks and requires security collateral on all funds in excess of deposit insurance. These deposits earn interest at the current legal rate. The bulk of all county funds are held in a bank in an "on demand" account.

The trustee's office collects all county taxes, including realty, personalty, merchants' ad valorem, dog tax and others. During 1978, the office accounted for tax collections in excess of \$60,000,000, and had a total cash flow in excess of \$470,000,000.

Approximately 250,000 tax bills were processed with a collection rate of about 87 percent. The trustee has a staff of deputies who attempt to collect delinquent taxes before taxpayers are forced to pay more additional costs, because state law requires delinquent taxes be turned over to the courts for collection.

The trustee also is the main agent for the state in the operation of the tax relief program for the elderly and disabled. The office aids applicants in filing tax relief applications, answering questions, and attempting to determine whether they qualify.

REGISTER

The Shelby County Register is the official record-keeper for county government.

Guy Bates, register, maintains in his office all deeds or titles to property, mortgages, liens, affidavits and other vital information. All documents are public records and available to any citizen.

The office is completely automated, completely self-sustaining and requires no tax money for its operation. Any record or document that is filed is returned to the person filing it within 24 to 36 hours. Before automation, it took three to eight weeks for the records to be hand-copied.

All revenue reports of the clerks of all the courts are kept by the county register. All condemnations of property are recorded in the deeds by the register's office.

The following records are also filed by the register's office: agreements for the conveyance of real estate; powers of attorney authorizing conveyance of real estate; all powers of attorney which are revoked; deeds of gifts of any estate; marriage settlements, contracts or agreements; discharges of persons from the armed forces who wish to file; copies of bankruptcy; certification of election results; affidavits of heirship; and copies of the order creating a utility district.

The register is a constitutional officer and elected for a term of four years.

OTHER OFFICES

In the early history of Shelby County, the constable played a major role as a law enforcer, protecting settlers from Indians and riverboat men.

Shelby County still has three constables, but their law enforcement duties have been assumed by other law agencies. The titles are now largely honorary.

The present constables are A. Arthur Halle Jr., John H. Dwyer and Downing Pryor. Constables are elected from districts for two-year terms.

The Shelby County coroner is elected by the Shelby County Quarterly Court to a two-year term and presently is Jim Rout. The coroner signs all death certificates in the county and has authority to serve warrants on the sheriff.

The Shelby County medical examiner is also selected by the Quarterly Court. Presently serving in the position is Dr. Jerry Francisco, who is also the Tennessee medical examiner. In his position, he determines the official causes of death and conducts autopsies when needed. The medical examiner is appointed to one-year terms.



Guy Bates



James A. Blackwell



B. J. Dumas



Gene Goldsby



John Robertson



Ben Wessels



Kenneth Turner

The six types of courts of Shelby County Government offer citizens every possible avenue to seek justice. And manning each type of court is a team of skilled court clerks and experienced judges to insure that citizens have their day in court.

The six types of courts—Criminal, Probate, General Sessions, Chancery, Circuit and Juvenile—have a total of 26 judges who hear cases almost continually. Each judge is elected for an eight-year term.

The clerks of each court, excluding Chancery Court, are elected for four-year terms. The Chancery Court clerk is appointed for six years, and the Juvenile Court judge supervises the administrative duties of the court.

The eight divisions of Criminal Court hear

primarily felony cases which have occurred in Shelby County. Before a case is tried in Criminal Court, an indictment must be returned by the Grand Jury, which holds closed meetings to consider whether a trial should be held. Approximately 8,000 cases are handled each year in these courts.

The clerk of the Criminal Court is James A. (Bubba) Blackwell. The judges are Bernie Weinman, L. Terry Lafferty, William H. Williams, H.T. Lockard, John P. Colson, James C. Beasley, Arthur Bennett and Joseph McCarter.

The primary function of the two Probate Courts is to authenticate wills and to protect the interests of widows and minors. The courts also hear cases dealing with guardianships,

matters of competency, legal changing of names and the administration of estates. More than 1,000 wills are filed in the court each year. The clerk of Probate Court is B.J. Dumas. The judges are Sylvanus Polk and Joseph W. Evans.

The General Sessions Court is often called the "small claims court," because cases involving less than \$5,000 are heard in its six courtrooms. The courts handle civil cases such as evictions, garnishments and attachments, misdemeanors with fines less than \$50, equitable cases seeking damages of less than \$1,000 and preliminary hearings for felony cases. The judges also hear traffic violations cases occurring outside the city limits of county municipalities.

The General Sessions Courts handle about 100,000 cases each year. Clerk of the court is Gene Goldsby. The judges are Wayne Lindsey, Willard Dixon, Morgan C. Fowler, W. David Skirson, John B. Getz, and Buford E. Wells Jr.

The Chancery Courts are called "courts of equity," because they hear cases involving the validity and interpretation of contracts and other documents. The judges, or chancellors, also hear suits of corporation, adoptions, divorces and challenges to state laws. About 1,000 cases are filed each year.

The clerk of Chancery Court, who is elected by the chancellor for a six-year term, is John C. Robertson. The chancellors are Robert A. Hoffmann, Wil V. Doran and George T. Lewis Jr.

The eight Circuit Courts deal primarily with divorces, personal injury and property damage cases and workmen's compensation suits. They also hear libel and slander suits, some adoptions and serve as appellate courts for City, General Sessions, Probate and Juvenile Courts.

The clerk of Circuit Court is Ben C. Wessels Jr. Judges are Allen Highten, Charles O. McPherson, James M. Tharpe, Irving M. Strauch, Greenfield Q. Polk, Friel Hastings, Howard J. Yorder Bruggs and William W. O'Hearn.

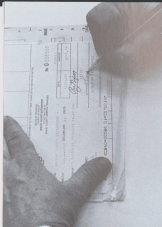
Criminal and Circuit Courts conduct trials by jury. Prospective jurors are randomly selected by the jury commission, J.C. Benson, who is appointed by the state judges. Chancery Court

empanels juries which are selected by its clerk's office.

The Juvenile Court specializes in cases involving children. Although many of its cases involve juveniles referred by law enforcement agencies, the Court has control over adults in matters of child support, child abuse, child neglect, appointment of guardians, terminations of parental rights, paternity suits and violations of school attendance laws.

If a felony is committed by a youth over the age of 15, the case can be tried in Criminal Court. The judge of Juvenile Court is Kenneth Turner.

The Juvenile Court judge is elected for terms of eight years.



The finance department handles the major bookkeeping operations of county government.

Buildings Manager

The office of the buildings manager helps to save tax dollars by maintaining a staff of carpenters, electricians, painters, plumbers and maintenance employees to keep county buildings in top shape.

Because of this office, changes and repairs in offices can be done economically by utilizing fulltime county employees. The office also is responsible for heating, air conditioning and elevators.

Data Processing Center

The county Data Processing Center maintains computers which can provide accurate, comprehensive information in a short time.

Utilizing equipment valued at about \$3,000,000,000, the Data Processing Center handles an average of 2,079 printouts during a month. The center handles jobs which formerly required dozens of employees to complete, for example, for the trustee and assessor, the computer figures taxes and provides tax reports to be mailed out. For the county court clerk, the computers provide tax bills, and licenses. Records of child support payments are maintained for the Circuit Court clerk's office.

The computers handle a number of jobs for the administration, including personnel records, budget and payroll records, and records detailing county property.

Economic Development Office

A sound, prosperous economy for Shelby County is the goal of this department, which advises the mayor.

The office provides staff support for the Economic Development Council, a blue-ribbon panel of civic leaders, businessmen, professionals and labor leaders.

The 20-member Council not only has studied the area's economy, but has developed a program to improve it.

The Economic Development Office will maintain the comprehensive plan to serve as a guide to leaders in their efforts to encourage community growth and improve the quality of life for Shelby County citizens. The work of this office was honored by an Achievement Award by the National Association of Counties.

Finance Department

The Finance Department controls the county's pursestrings and its staff works in the areas of accounting, budgeting, internal auditing, payroll, pensions, debt administration and treasury management.

The department issues about 10,000 checks each year to pay the county's bills and 84,000 payroll checks. The smallest check issued during a year has been \$1 and the largest has been as much as \$2,500,000.

The director of the department of finance assists the mayor in fiscal matters by preparing and executing budgets, negotiating loans, selling bonds, investing funds, maintaining financial records and authorizing expenditures.

After county government was restructured, the finance department discovered that some county money was deposited in small banks which were not paying interest on the funds. Following the department's recommendation, \$1,000,000 was removed and placed in interest-bearing accounts.

General Services Department

Created by the county restructure act, the General Services Department serves as an umbrella for several necessary in-house services.

The department has centralized several intra-county services which resulted in large savings for county taxpayers. It purchases in volume to get reduced costs.

A new fuel distribution system was set up with a computer monitoring gasoline consumption for each county vehicle and improving security. The Centex telephone system was increased by 50 per cent to eliminate most private telephone lines, reducing costs by 15 per cent.

Mail services were increased 50 per cent to consolidate all county departments under one mail system, reducing costs by 10 per cent. An insurance management section was formed to handle and process property, casualty and bonds for county property, eliminating overinsurance and fees to the City of Memphis for this service.

The General Services Department established motor pools and sold unnecessary county vehicles, resulting in a savings of \$50,000. The money-saving of the General Services Department earned an Achievement Award from the National Association of Counties.

Intergovernmental Coordination

This department guarantees citizens of getting the most for their tax dollars by taking advantage of federal, state and private grants to pay for services.

The administrator of this department serves as a policy advisor to the administration on federal legislation, grant applications, pending regulations and guidelines and contracts. The office also researches services needed by the county and evaluates possible funding.

The Intergovernmental Coordination office also coordinates the county's Town Meetings series, which give citizens a chance to have a voice in their government. At each of these meetings, citizens set priorities for county government and make recommendations, which guide the formation of the county's budget each year. These meetings have received an Achievement Award from National Association of Counties.

Personnel Department

From doctor for health clinics to drivers of large road equipment, the Personnel Department works to get the best person for each county job.

During an average month, the department receives 650 job applications while filling an average of 15 jobs. Citizens can hear a complete listing of job openings at any time of day by dialing 528-3434.

The Personnel Department has five major areas of responsibility—placement, payroll, manpower, insurance and pensions. The department serves employees of all county departments, agencies, authorities, boards, commissions and joint agencies.

Files and records are kept on a day-to-day basis on all information about employees of Shelby County Government.

Public Records and Microfilm

The Public Records and Microfilm Department guarantees that all citizens searching for their roots will have copies of county records to review.

The department preserves any vital record or document on microfilm for county offices. All records are open for the public. The Public Records Department has filled about 15,000 reels of microfilm with records and stores copies of the records in a sub mine in Kansas so county citizens will always be sure to have a copy of a vital document.

The office's record-saving methods have earned it an Achievement Award from the National Association of Counties.

Budget officials keep their fingers on the financial pulse of the county.



Purchasing Department

Whether county government needs paper clips or a new building, citizens are assured of the best possible price by the Purchasing Department.

This department works closely with the finance department in the areas of budgeting and inventory control. The Purchasing Department contracts for the purchase of all supplies, materials, equipment, and contractual services needed by any official or office of county government.

From the pennies paid for the box of paper clips to the \$35 million earmarked for the Justice Complex, the Purchasing Department uses bids to insure the best price for county government. From about 6 to 20 per cent is saved through the bid process.

The County printing department is part of the Purchasing Department. About 3,000,000

impressions are printed in this department during an average year, saving thousands of dollars. A storeroom of commonly-requested office supplies is also maintained within the printing department.

Safety and Security

The Safety and Security Department makes sure that county employees and citizens are safe while in county buildings.

This department plans and administers county government's Occupational Safety and Health program by removing safety and health hazards. The office also maintains a security force which constantly patrols county buildings.

The safety program includes training courses in defensive driving, first aid, inspections of all work sites and on-the-scene investigations of all county accidents.

BOARDS AND COMMISSIONS

Agricultural Extension

Although it has traditionally been associated with farmers and crops, the Agricultural Extension has kept pace with the times by adding services for city-dwellers.

The office has a county agent in charge of the diverse programs. The county agent advises persons on the best way to grow, market, process and use farm products. He suggests how scientific methods can be adapted to individual needs and in light of the economy.

The Agricultural Extension has a home economist on its staff to provide information about new and useful ideas about homemaking and family-related concerns, such as nutrition, housing, consumer education and family relations.

The Extension Service's Education Program includes 4-H clubs geared to both urban and rural residents, special interest organizations and special nutritional programs.

Airport Authority

The Airport Authority operates airports in Shelby County, including Memphis International Airport, General DeWitt Spain Airport and Charles Baker Airport.

The Authority has seven members. Six are nominated by the City Mayor and confirmed by the City Council and one is nominated by the County Mayor and confirmed by the County Court. Members serve seven-year terms.

Board of Adjustment

The Memphis and Shelby County Board of Adjustment hears appeals in which a citizen complains of an error of law in order, requirement, decision or determination made by an administrative office about a zoning ordinance. The Board also hears requests for variances in zoning based upon hardship cases. It has jurisdiction within the City of Memphis and all of the unincorporated areas of Shelby County.

The Board of Adjustment has eight members who serve three-year terms. Four are appointed by the County Mayor and four by the City Mayor with the concurrence of their respective legislative bodies.

Coliseum Board

The five members of the Coliseum Board have broad powers governing the operation of the Mid-South Coliseum, which annually reflects a profit in its operation.

Two of the members are appointed by the County Mayor and two are named by the City Mayor. The chairman of the board is jointly appointed on a yearly basis. All nominations require confirmation by the city and county legislative bodies. Members serve two and four year terms.

Cook Convention Center Commission

The eight member commission supervises the operation of the Cook Convention Center, one of the most outstanding facilities in the United States.

The members oversee the entire operations of the versatile Center, which has staff to handle preparations for events and contacts to lure events to Shelby County. Four of the members are appointed by the County Mayor and four are appointed by the City Mayor to one-year terms. Both require approval of their legislative bodies.

Election Commission

Maintaining the sanctity of the ballot box is the chief responsibility of the Election Commission, which has five members appointed by the Tennessee State Election Commission.

The Commission supervises election procedures in Shelby County to insure that they comply with state laws. It is responsible for voter registration, for maintenance of records for about 390,000 registered voters, operation and maintenance of 1,200 voting machines, selection of polling officials and coordination of all election activities.

Jury Commission

The Jury Commission insures that citizens are tried by a jury of their peers, as guaranteed by the Constitution.

The Commission maintains an updated list of prospective jurors for the Circuit and Criminals courts of Shelby County. The office is responsible for making all arrangements to supply jurors for these courts.

Approximately 10,000 citizens are summoned for jury duty each year. The jury commissioner supervises the office and is selected by a vote of the state judges.

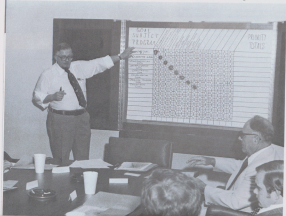
Office of Planning and Development

A joint operation of the City of Memphis and Shelby County, the Office of Planning and Development is vested with the responsibility to oversee and guide the orderly growth of the city and county.

It guides not only current development through zoning and rezoning, but guides long-range planning through the development of comprehensive plans for future growth.

Formerly called the Planning Commission, the Office of Planning and Development maintains a staff of professional planners. However, all zoning must be approved by the Land Use Control Board. Half of the members of this board are appointed by the County Mayor and half by the City Mayor with the concurrence of the city and county legislative bodies. Terms are for three years for the 10 members.

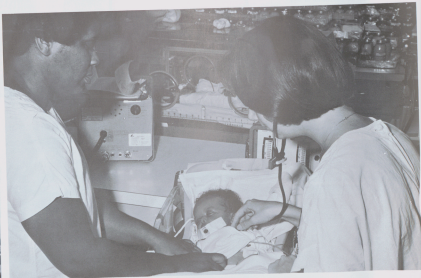
Citizens have a voice at town meetings.



APPLICATIONS ACCEPTED FROM THE PERSONNEL DEPARTMENT FOR THE JURY COMMISSION



Personnel department guarantees the hiring of the best employees.



Quality hospital care is backed up by \$60 million in the county budget.

Division of Health and Public Service

Programs of the Division of Health and Public Service cover the whole range of health and social services needed by county citizens.

The Division of Health and Public Service has the largest budget of the three divisions of county government—more than \$60 million annually. From counselors for veterans to nurses visiting shut-ins, this division's primary concern is to offer services to help citizens' physical and mental well-being.

In addition, more than \$1,000,000 a year is allocated to non-profit agencies who provide human service programs. These programs include child abuse treatment, programs for alcoholics, food for needy school children, meals for senior citizens, legal aid for senior citizens, and day care centers.

An area of special concern for Shelby County Government has been in services for the elderly. In 1970-71, county government earmarked \$4,553,271 for services for senior citizens. Today, that commitment has swelled more than two and a half times to more than \$11 million a year.

At the helm of this division is Mose Pleasure Jr., whose career is rooted in human services. As director of the Division, Mr. Pleasure supervises all departments in the division and coordinates their services. Mr. Pleasure formerly was director of planning for United Way of Greater Memphis. He is a pastor.

The departments of the Division of Health and Public Service are probed on the following three pages.



Mose Pleasure



The Health Department offers a range of vital services.

Health Department

The health department, which is jointly funded by the county with the City of Memphis, offers a wide range of health services guaranteed to protect the health of county residents.

Many medical services are provided in the health department's clinics. In the seven clinics, citizens can receive family planning information, prenatal services, pediatric, nutritionist and immunization services. In addition to the medical doctors, the clinics have staff dentists who handle all types of dental work.

For citizens who are unable to go to the clinics, the health department goes to them. Mobile units criss-cross the county offering screening tests for anemia, high blood pressure, cancer, diabetes, heart disease, and other illnesses. The units also offer chest x-rays for a small fee.

The environmental sanitation division investigates complaints involving food, housing, rats, garbage, dog yards, defective plumbing and sewage disposal systems.

The family planning services include contraceptive services, physical examinations and male sterilization. Also offered are educational programs and informational lectures on birth control.

The health hazard reduction program is composed of childhood lead screening service, a program to investigate complaints about health and safety hazards, poison prevention, group training for emergency survival and rat control.

The infectious diseases section supervises programs to fight communicable diseases, to prevent venereal diseases and crusade for increased immunizations. Insect vector control has inspection and control plans to combat disease-carrying insects. The multi-purpose laboratories handle tests for venereal diseases, food contamination and pesticide pollution. The medical social services section maintains counseling programs for medically-related problems.

The nursing section provides staffing for the clinics and offers home visitation programs. The supplemental food program distributes food to pregnant women and mothers of children under 4. The tuberculosis section offers x-rays on the mobile vans in the clinics. The vital records section keeps all births and death certificates for Shelby County.

Divorce Referee

The divorce referee serves as attorney for the state in divorce and domestic matters filed in Shelby County's Circuit and Chancery Courts.

The divorce referee acts as an arm of the court and hears motions on pending lawsuits about alimony, child support and temporary possession of personal property. He also hears petitions to modify previous judgements, whether pending litigation or in a final decree for alimony and child support.



Public defenders are vital to our criminal justice system.

The pollution control section monitors the air, pesticides, solid waste, and stream contamination. The rabies control section enforces dog and cat regulations, including licensing and vaccinations.

Hospital Social Services

Hospital Social Services makes sure that citizens needing help receive it in county nursing homes or psychiatric hospitals.

This office takes applications for persons with mental illnesses in order to have them evaluated by a psychiatrist. If the person is admitted to a hospital and the doctor determines that commitment is needed, this office prepares court papers, arranges for doctor's examinations and transportation for the person to the court hearing and the hospital if committed. The hearings are conducted in Probate Court and the judges can recommend commitment to Western State Mental Health Institute, Memphis Mental Health Center or the psychiatric ward of private hospitals.

The Hospital Social Services office is also responsible for verifying residency and approving admission to Shelby County Hospital and Oakville Memorial Hospital. Admissions to each hospital are determined on the basis of whether an elderly citizen needs extended medical aid or nursing care.

Pre-Trial Services

The Pretrial Services Office screens defendants in jail to recommend bonds based on the person's background and his threat to society.

This office operates two major programs—pretrial release and diversion.

The pretrial release program guarantees that every person jailed in the City of Memphis jail or the Shelby County jail is interviewed by a program worker. An investigation is conducted into the suspect's background, including his work experience, his family ties and previous record. The pretrial release worker then appears in court to recommend a bond for the defendant. Recommendations from the workers range from release on recognizance and \$1 bonds to recommendations against release from jail.

About 6,000 persons are channeled through the program yearly and the success rate is an amazing 36 per cent. Only four per cent of the suspects in the program do not appear for their hearings in court, and this percentage is less than persons handled by bail bond companies.

The diversion program also begins with an investigation into a suspect's background. First offenders with an unblemished background are placed in the diversion program, which removes them from the criminal court system. However, when workers discover a suspect with a previous record, the attorney general's major violators division is notified.

The purpose of the diversion program is to offer a positive program of rehabilitation for defendants charged with property crimes. If the defendant fails to follow the strict guidelines of the program, he is placed back into the criminal system and tried in court.

The diversion program requires defendants to repay victims for their property. About 550 persons are placed into the diversion program each year, and about 10 per cent are returned to the criminal justice system.

Public Defender

The oldest public defender's office in Tennessee is operated by Shelby County Government. Lawyers on the staff defend indigent citizens accused of crimes.

The office provides other professional services such as counseling while fully representing defendants at all stages of the justice system. The office maintains a staff of investigators to fully develop a defense.

The public defender's staff includes 13 full-time lawyers, 14 part-time lawyers, 30 investigators, and eight social workers. During an average month, the office has a caseload of about 290 cases.

Sealer

Protecting consumers is the primary goal of the county sealer's office.

The office staff inspects and tests the commercial weighing and measuring devices within Shelby County excluding the City of Memphis. The sealer's office tests commercial scales, gas line pumps and weighs prepackaged items to make sure they conform to the standards of the office of Weights and Measures of the National Bureau of Standards.

Veterans Services

Veterans of Shelby County are assured of receiving maximum benefits through the work of the Shelby County Veterans Services Office.

The office informs and assists veterans, their widows and dependents. Staff members are knowledgeable in all areas, including benefits, privileges and immunities under federal, state, county and city laws. This office counsels veterans on educational programs, GI loans, hospitalization, outpatient nursing care and treatment, death indemnity compensation, pensions, burial benefits and insurance.

Other common duties are obtaining lost discharge papers, marriage certificates, divorce decrees, birth certificates or any other document required for a claim for benefits. The service assists in upgrading less than honorable discharges and also in obtaining temporary free meals and lodging for the veterans and dependents.

The Veterans Services Office cooperates with all veterans' organizations, public and government organizations. During an average week, the office helps more than 150 veterans. During a year, the staff obtains more than \$6,000,000 in benefits for veterans.

BOARDS AND COMMISSIONS

Community Action Agency

The Community Action Agency, which is jointly funded with the City of Memphis, plans and implements programs for low income citizens of the county. The primary aim of the agency is to provide services to transform a citizen dependent on public programs to self-sufficiency.

The Agency subcontracts with other agencies for specific services, which include day care centers, counseling, general assistance, referrals, alcohol and drug counseling, food programs, and many other services.

Hospital Authority

Shelby County Government totally funds the five hospitals which comprise the City of Memphis complex.

The Hospital Authority, whose members are appointed by the mayor and approved by the County Court, plan and provide facilities and services for residents of Shelby County. Members serve for three years. In addition to the City of Memphis Hospital, the Hospital Authority also supervises Shelby County

Hospital and Oakville Memorial Hospital.

The City of Memphis Hospital, which is managed by University of Tennessee Center for Health Sciences, has in recent years made strides toward self-sufficiency. The hospital has recently opened the area's most modern maternity hospital and a new \$25 million hospital is presently on the drawing board.

The complex has 783 beds. During an average year, 252,800 days of patient care are logged for in-patient treatment, 6,000 babies are born, and 71,000 are treated in the emergency room.

The Shelby County Hospital and Oakville Memorial Hospital serve as nursing homes for the elderly. Shelby County Hospital, located near the Penal farm at 1875 Mullins Station, has 540 beds. It provides long term medical and nursing care. Oakville Memorial Hospital has 158 beds and is located at 1391 Old Genesee Road. It provides care for elderly persons who do not need acute hospital care but cannot be managed outside of a hospital.



County government often houses for low income citizens.

Division of Public Works, Fire and Corrections



A network of well kept roads is part of the facilities of the Division of Public Works, Fire and Corrections.



James Harbor

More than 1,200 miles of county roads offer concrete evidence of the work of the Division of Public Works, Fire and Corrections. Although roads and bridges are obvious accomplishments, this division provides other less obvious services which are just as necessary.

Before 1977, this division was called the Division of Roads and Public Works. That title has gone the way of horse-drawn fire engines. The more up-to-date title reflects the emerging, improving functions of this department.

As the new name suggests, the county Fire Department has become a major function of this division. The county's commitment to improved fire service to residents living outside incorporated areas of the county signaled the end of the days when many fire houses relied on volunteers.

The Penal Farm acts as the corrections arm of this division, and expanded farming operations and rehabilitative programs attest to the county's commitment on this front.

But also included within this division are housing code enforcement, landfills and other vital services for county citizens.

James G. Harbor, former superintendent of the Penal Farm, serves as the director of the Division of Public Works, Fire and Corrections.

The director is appointed by the mayor upon concurrence of a majority of the County Court.

The departments of the Division of Public Works, Fire and Corrections are profiled on the following three pages.

Automotive Shop

The county automotive shop at the Penal Farm saves taxpayers money by repairing and servicing county vehicles at the most economical cost. The shop handles vehicles ranging from automobiles to heavy machinery.

The shop provides work including engine overhaul and limited body work.

Building Inspection

Citizens are guaranteed safe buildings in Shelby County by the inspections of the building inspection department.

The building department enforces zoning ordinances, subdivision regulations, fire, building and mechanical codes in the unincorporated areas of Shelby County and within Germantown and Arlington.

This department inspects new structures, remodeling and additions to existing buildings, moving, demolishing, landfill operations, mining of sand and gravel, mobile home parks, signs, curbs, sprinkler permits, mechanical permits, grading permits and all other building construction.

Cemetery

County government maintains a 30-acre cemetery at 8340 Ellis Road for persons who have no family or funds to provide for burials. About 350 persons are buried in the county cemetery each year.

Electrical Inspection

This department's staff inspects wiring in structures in Shelby County's unincorporated areas but also within Germantown and Arlington.

The electrical inspection department checks to determine if all wiring complies with the Shelby County and national codes. Mobile homes, travel trailers and prefabricated units also are inspected by this department.

Engineer's Office

The professionals in the county engineer's office guarantee citizens safe county roads and even-handed enforcement of regulations.

This department provides all engineering services for subdivisions and construction and maintenance of the county road system. The engineers design county roads, carry out bridge inspections and maintenance, enforce subdivision and zoning regulations, perform

survey work for capital improvement projects and insure that material used on county projects meet county standards.

The engineer's office has responsibility over traffic and transportation planning and maintenance of sewer treatment plants.

Environmental Improvement

The Environmental Improvement Commission seeks to beautify Shelby County by combatting littering and developing beautification programs for the environment.

The commission deals with the problems of abuse of our environment, which include roadside dumping, littering and weeds. In addition, this office develops programs to encourage beautification, such as litter pickups and planting projects.

Fire Department

A staff of 106 fulltime county employees now make up the county fire department, which previously was manned primarily by volunteers.

The fire department provides fire protection for the unincorporated areas in Shelby County,

but often assists the fire departments of towns in fighting blazes. Since being listed as a top priority of county government, the fire department has increased manpower, but also training.

All firemen now are trained in a classroom and receive field training in Northern Shelby County, where they learn to fight different types of fire.

Housing Codes and Enforcement

This office oversees the work of the departments which handle inspections of structures in Shelby County—building inspection, electrical inspection and plumbing inspection.

Landfills

Shelby County Government operates landfills to insure the disposal of garbage in a way which benefits the environment.

The landfills maintain trucks and crews to handle roadside litter and trash from illegal dumping areas. The landfill staff checks land which is used as illegal dumping grounds and posts signs. They also handle complaints and write tickets.

Recreational areas offer
a range of activities.





The Penal Farm supplies punishment and rehabilitation.

Penal Farm

Work to punish and programs to rehabilitate form the basis for the operation of the Shelby County Penal Farm.

The Penal Farm houses defendants convicted of felonies and misdemeanors, but not sentenced to more than five years in prison. Serving as both a penal institution and as a rehabilitative center, the Penal Farm has long been recognized for its work.

In recent years, the farming operations of the Penal Farm have again been revitalized and the Penal Farm has moved toward self-sufficiency in several areas. All poultry and eggs come from the Penal Farm 4,000 chickens.

The Penal Farm has upgraded its cattle herd and the goal is to provide all beef needs of the inmates. Meanwhile, inmates are tending hops which are supplying much of the Farm's pork requirements.

While the Penal Farm heads toward self-sufficiency in meat, the growing of vegetables insures more budget savings. Corn, cauliflower, tomatoes, peas, turnip greens, skis, cabbage, squash and many other vegetables are grown at the Penal Farm. A large orchard of peach and apple trees supplies fruits. Corn and hay are grown to feed livestock.

All Penal Farm inmates are assigned work. Some labor on county roads, some work on bridges, and others work in county parks. Many prisoners scour the Penal Farm grounds tending to plants and picking up litter. Others work in the kitchen, as cleanup crews and in the fields.

Inmates with special skills are assigned to programs where their talents can be used. For example, an inmate completed a tile job for \$500, which would have cost \$6,000 if handled by outside workers.

While emphasizing work, the Penal Farm does not ignore the spiritual well-being of its inmates. A \$50,000 chapel was opened in 1977 and attendance at Sunday morning services quickly jumped from 50 to 500 persons.

Rehabilitation programs include drug counseling, alcohol counseling, work release, manpower training and others.

The Penal Farm also is the site of a major recreational area and a rifle range. Plans call for eventual public use of most of the 4,400 acres.

Plumbing Inspection

Enforcement of county and state plumbing codes by the plumbing inspection department

insures citizens of safe and sanitary environment.

This department inspects plumbing in unincorporated areas of Shelby County, but within Germantown and Arlington. It handles licensing of plumbers, septic installers and cleaners, issuing permits and making inspections.

This department conducts about 10,000 inspections a year.

Real Estate and Right-Of-Way

The purchase of land by the county and sale of land is handled by the real estate and right-of-way department.

This department is divided into two sections. One part sets up and conducts sales of property to satisfy delinquent county taxes. The other function of the office is to investigate title on all requests for right-of-way needed for a road project. All requests from the county attorney for condemnation of property and responsibility for establishing proper owner of each parcel of land and for purchase of the land.

County government owns about 4,200 acres of land.

Road Department

Maintenance of more than 1,200 miles of county roads and construction of some needed ones are the chief responsibilities of the road department.

This department also maintains bridges and drainage structures on all publicly dedicated right-of-way within the county. This includes slopes, ditches and shoulders. The road department's most common complaint involves ditches needing cleaning and potholes which need filling.

Traffic Safety Coordinating Committee

The safety of citizens on city streets and county roads is the concern of the Traffic Safety Coordinating Committee, which develops programs to reduce automobile accidents.

The TSCC is composed of 17 member agencies representing City of Memphis, county government, and volunteer agencies working in the area of traffic safety. The TSCC's goal is to create safer environment through implementation of several programs, including mobile DWI testing units, alcohol safety courses, pedestrian safety courses and public information campaigns.

The TSCC has received several Achievement Awards from the National Association of Counties for their effective work.



Inspection insures the safety of county buildings.

BOARDS AND COMMISSIONS

Conservation Board

A system of parks and recreational areas to meet the needs of the growing population of the county is provided by the Conservation Board.

The board seeks to promote and preserve the health of citizens through the orderly development and conservation of our natural resources and providing adequate programs of recreation. The board acquires, develops and maintains parks, preserves, parkways, playgrounds, recreation centers, forests, wildlife areas and other conservation areas within the county.

Shelby County Government presently has 542 acres of parks. Members of the Conservation Board are appointed by the mayor with the concurrence of the County Court, and serve terms of five years.

Port Commission

The continuing importance of Shelby County as a port guides the work of the Memphis and Shelby County Port Commission, which was created to provide a local agency to work with the federal government.

The Port Commission works on the Memphis Harbor Project, which seeks to develop the Mississippi River for the benefit of our citizens. The Commission also works to develop waterfront properties and facilities to encourage industry to locate on project land, generating commerce by water. The Commission has five members—two appointed by the county—two serve five-year terms.

Board of Public Utilities

Shelby County Government supplies water and ambulance service to many citizens.

The Board of Public Utilities directs the development and growth of public water supplies for 6,200 persons and provides ambulance service by contract to citizens living outside of unincorporated areas.

The board plans engineering of water distribution projects, advertises and awards contracts for additions to the water system, supervises the operation and supervises performance.

The board's three members serve terms of three years. They are nominated by the mayor and confirmed by the County Court.



The attorney's office serves as counsel for county government.

Other County Departments

Assistance Center

Created in December, 1976, the Assistance Center resolves citizens' problems and answers their questions about county government. The center staff receives about 300 telephone calls each day, and about 20 of them are complaints. Most complaints are resolved within 24 hours.

Complaints from citizens are logged in on forms to provide a permanent record. Staff in the center then checks by telephone about the problem or refers the complaint to the appropriate department for an answer. After the answer is determined, citizens are again contacted.

The Assistance Center also conducts monthly visits to the County's communities and towns. Telephone 528-3585.

County Attorney

The county attorney's office serves as chief legal counsel for Shelby County Government and as legal advisor to the mayor, County Court, other elected officials and all county departments. The office consists of seven fulltime lawyers and 13 working parttime.

Included in their duties are defense of the county in lawsuits, legal research and approval of the legal form of all county contracts. The county attorney is appointed by the mayor with the concurrence of the County Court.

Board of Education

The Shelby County Board of Education receives millions of dollars each year from Shelby County Government. The seven members of the board and the superintendent of the 31-school system are elected by the County Court. They serve four-year terms.

However, county government's contributions are not confined to the county system. In 1977-1978, county government contributed almost \$26 million to the city school system, compared to \$4.5 million to the county schools. In fact, county government contributed more to the city school system than City of Memphis government.

Equal Opportunity Compliance

To safeguard the rights of county employees, the Equal Opportunity Compliance Department reviews and guarantees fair employment practices within county government. Established by the county restructure act, the EOC office investigates claims and complaints of discrimination within county departments, and monitors and updates an affirmative action plan.

This department reviews all proposed contracts to increase minority business participation in county business. Any employee who believes he or she has been discriminated against because of race, sex, religion or national origin is encouraged to contact the EOC office. Shelby County Government is one of only a handful of county governments in this country with an EOC office. The director of EOC is appointed by the mayor with County Court concurrence.

Public Affairs

Supplying information about county government to the public is the primary function of the Public Affairs Office. The office provides a variety of publications to inform citizens of available services, including a guide for newcomers, a guide for senior citizens, an annual report for county government, and booklets explaining county government.

In addition, the office publishes a newsletter for county employees, insures compliance with the state open meetings law, operates a speakers bureau, and conducts tours of county buildings.

By dialing 528-1535, citizens can hear news items about county government and a listing of weekly public meetings.

County Services Entwine With Citizens' Lives

The lives of almost every person in Shelby County are touched by county government during their lifetimes.

And, if a person lives a normally active life, a portrait could be found in the records of Shelby County Government.

Take an average citizen who we call Frank Gibbs of North Memphis. A lifelong Shelby Countian, records in the Health Department duly record his birth in a local hospital.

He was reared in Millington and the records of his school years are recorded in the files of the Shelby County Board of Education. Gibbs' first car and his later ones are recorded in the Shelby County Court Clerk's Office, which also will record the purchase of a new boat.

A record of his marriage can be found in the County Court Clerk's marriage license bureau. And his growing family is reflected at the Health Department, where his children's births are recorded.

The business tax office of the County Court Clerk's Office shows that Gibbs opened a small business and has faithfully paid his taxes each year. He later formed a corporation, a fact also recorded in the County Court Clerk's office.

Records in the Shelby County Register's office show the official documents about his business property and home. The files show the exact location and ownership of his house. A business problem is shown by a lien on his property by a creditor, but the lien was removed following payment of the bill.

At the time of his business problems, Gibbs' elderly mother-in-law became ill, requiring constant care. He filed an application with the Shelby County Hospital Social Services Department. The department's records show that the woman was admitted to the Shelby County Hospital for several years.

Every year, Gibbs pays property taxes on his home and business. Records in the Shelby County Assessor's office contain the assessments of Gibbs' real estate and his tax bill, based on the tax rate set each year by the Shelby County Quarterly Court. His tax checks were mailed to the Shelby County Treasurer's Office, which recorded his prompt payments. Other members of the Gibbs household have also been affected by county services. After returning from the armed forces, Gibbs' oldest son was helped by Shelby County Veteran Services, which made sure he got all his benefits as a former soldier.

A daughter filed for divorce in Shelby County Circuit Court and records show that her marriage was dissolved. A college-age son was arrested on a charge of possession of marijuana with intent to sell. He was released on a small bond after the Shelby County Pre-Trial Release Program checked into his background and discovered his strong family roots. A Shelby County General Sessions Judge accepted the recommendation.

Since the son was living away from home and supporting himself, but did not have money to hire a lawyer, the Shelby County Public Defender's Office was appointed to represent him. Records in the Shelby County Criminal Court Clerk's Office show that the son pleaded guilty and was sentenced to six months at the Penal Farm. (He could have demanded a trial before a jury composed of persons summoned by the Shelby County Jury Commissioner's Office.)

At the Penal Farm, the son was placed in special rehabilitative programs to prepare him for his re-entry into society. Records show that he was well-behaved and did not return to the Penal Farm.

Records in the City of Memphis Hospital—totally funded by Shelby County Government—recount Gibbs' treatment in the emergency room after falling from a ladder at his home.

Following his recovery, Gibbs applied for zoning change to allow him to build a new store. However, the Land Use Control Board rejected the change. But Gibbs appealed the request to the Board of Adjustment, where his request was granted.

These are some of the major events in the life of the Gibbs family woven through the records of county government. But there are other records, too.

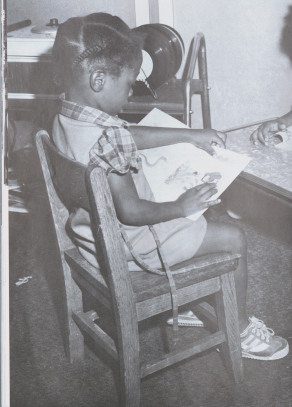
The Shelby County Election Commission has files showing the family votes regularly. The Shelby County Assistance Center has records showing problems which were resolved for the family. Chances are more facts about the family will be written into county records and that some services of county government will never be used.

For example, if the Gibbs lived in an area outside an incorporated area, they would rely on the Shelby County Fire Department and the Shelby County Sheriff's Department for protection. He has also not used the many services offered at the Health Department clinics. And there are many, many other county services.

Gibbs' march through county records will end someday. When it does, Shelby County Probate Court will file his last will and testament, and his death certificate will be recorded by the Health department.



Documents provide a permanent record of the many county services.



Day care centers are one of the main services supported by county funds.

County Funds Support Vital Services

Shelby County Government does not limit its support of community health and human service programs to its own agencies. In 1977-78, more than \$1 million was contributed to assist other important programs throughout the county.

The services range from child abuse programs to legal help for senior citizens. County government grants these contributions because they are not only worthwhile, but they are good investments. Without these agencies to provide vital services, county government would probably have to step in to supply these services.

Before any agencies can receive funds from county government, they must provide justification for their request, information about their total program and use of the funds.

In 1977-1978 fiscal year, the following programs were included in the county budget.

Bureau of Business			WKNO-TV.....	\$ 50,000
Research (Memphis State) ..	\$	25,000	Runaway House	10,000
Transitional Center for Men ...		20,000	Handicapped, Incorporated	5,000
Memphis State University			Arts in Prison	6,000
Foundation		50,000	Memphis State University	
Memphis Arts Council.....		60,000	Presidents Trust	50,000
Community Day Care			Youth Service in Memphis.....	20,000
Comprehensive Social			Child Abuse-Neglect	31,736
Services Asso.		80,000	Les Passen	32,900
West Tennessee Cancer			Memphis Speech and Hearing ..	10,000
Clinic		55,000	Memphis and Shelby County	
Serenity House		10,000	Mental Health Council.....	131,000
Harbor House		5,000	City Youth Service	5,000
Memphis Music Concerts.....		12,000	Meals on Wheels	15,000
Fund for Needy school Children		180,434	Hear	12,000
State Welfare Department		152,000		
State Department Crippled				
Children		98,484		



The \$36 million Justice Complex is one of the largest government projects in the county.

Water is supplied by the county to many areas.



The CIP includes the following major projects:

LeBonheur Hospital	\$ 500,000
St. Jude's-University of Tennessee Joint Cancer Center	400,000
Elderly Care Facility	1,391,000
New Juvenile Court Building	5,650,943
Shelby County Schools	23,620,000
Health Department Facilities and Services	3,172,990
Renovation of Crump Hospital	5,545,155

Capital Improvement Program

The Capital Improvement Program (CIP) is a schedule of major projects and allocations which are needed to provide vital facilities or services for Shelby County citizens.

Each year, various county elected officials review the needs which require funding through the Capital Improvements Program. The requests include estimated project costs, justification and priorities.

The requests are reviewed and analyzed in light of the county's fiscal capabilities and relationships between projects. The CIP eventually goes to the County Court for approval.

The CIP encourages desired urban growth and development by providing a planned and reliable schedule of projects. The CIP outlines present and future public needs and intentions, influencing private investment. The public receives maximum benefit from this coordination of programs.

The fiscal 1978-1982 CIP adopted by the Quarterly Court totals \$261,840,358. The county will provide 91 per cent of the funds and the remainder will come from other sources.

The first priority in capital improvement projects is given to completion of those underway or presently needed. The second priority is for projects essential to maintain the current level of services. Third priority is for expansion of necessary services and fourth is new services.

New Hospital in City of Memphis Hospital Complex	25,320,965
Other Hospital Improvements	15,086,793
Road Projects	107,760,515
Sewer Projects	1,260,160
New Parks and Improvements to Existing Parks	5,607,255
Water Projects	8,391,536
Fire Department Equipment and New Stations	1,077,815
Port Commission	10,249,066

Thumbnail History of Shelby County Government

The vast area of fertile land between the Tennessee and Mississippi Rivers was a lure in the early nineteenth century for settlers moving westward across the young United States.

Motivated by this endless wave of migration, the state legislature of 1818 petitioned the United States Congress to negotiate for the purchase of Chickasaw County in what is now West Tennessee.

General Andrew Jackson, later to become the sixth president of the United States, and Kentucky Governor Isaac Shelby were appointed to head negotiations which culminated in the signing of a treaty on October 19, 1818. The treaty was designated as the Chickasaw Purchase by President James Monroe on January 7, 1819. The scattered towns of the proud Chickasaw Indians became part of the growing United States.

Between 1809 and 1825, twenty-one counties were carved from this area, formerly called Chickasaw County and renamed the Western District. Shelby County was created November 24, 1819, becoming the first county to be created and named in honor of the Kentucky governor involved in its early days.

The first meeting of the Shelby County Quarterly Court was called into session on May 1, 1820, in a log house near Maile and Winchester. The entire population of Shelby County was 364 persons, most of whom lived on the Chickasaw Bluffs. The five County Court members at the first meeting were commissioned by the state legislature.

In those early days of county government, the Quarterly Court was the only government in this region. It appointed subordinate officials, such as the sheriff, constable, register, trustee, coroner, county prosecutor and clerk.

All legislative, executive and judicial powers rested with the Court.

Their powers ranged from trying cases of law to setting the tax rate.

In fact, the County Court of this period spent a good deal of time hearing various cases of criminal and civil violations, often with a jury and often assessing penalties. The court members served as the cornerstone of law and order in pioneer Shelby County.

The County Court appointed commissioners who were assigned specific duties such as conducting the survey of a road or reporting on a

navigational project. These commissioners were not independent and at all times were tied closely to the County Court.

The operation of the early County Court was informal by today's standards. Attendance was irregular and it was not unusual for a single justice of the peace to arrive and adjourn himself for lack of quorum. Sessions were often held at private homes, even though the log courthouse was available. The judicial function of the court's members consumed a large portion of their time with other duties involving the general regulation of the county, such as supervision and licensing of taverns and ferries.

From 1827 until after the Civil War, the seat of Shelby County moved to Raleigh. The story behind the shift has blurred over the years and explanations from the move now vary. Memphis was again named county seat in 1866.

The County Court was abolished during the administration of Governor Knowlton who came to power during the post-Civil War year. The Court was replaced in 1868 by a five-man commission appointed by the governor. However, a year later, the County Court was re-established and the commission was abolished.

For the period between 1820 and the advent of the L.H. Crump era in about 1918, information about Shelby County Government is sketchy, caused by yellow fever epidemics and the recovery from the war. Just prior to 1911, the membership of the County Court hovered around 50 members during a period when election of the members seems to have been tied to each settlement and town.

In 1911, Crump secured a commission form of government for the county and limited the right of each community to elect members to the County Court. The three commissioners supervised the administrative functions of the county, duties which were previously handled by County Court boards.

The number of County Court members was cut back to seven in 1915 and during the intervening years, this number wavered before settling on its present make-up of 11 members.

On March 21, 1904, a bill to restructure Shelby County Government by replacing the County Commission with the office of County Mayor passed the legislature and ratification by the County Court followed the next month. The voters approved in a popular referendum

Shelby County has been linked since its beginning to cotton, as shown in this 1895 photograph.





County lanes such as this one were common after the tunnel the contains. This was Union Avenue near downtown Memphis.

in August of the same year.

On January 1, 1906, Mayor Roy Nixon became county government's first mayor, inaugurating a new era in county history.

Proponents of the restructured county government said the change would insure a clear division between the executive and legislative branches of county government, a division which had blurred over the years.

Under the commission form of government, the commissioners and the chairman of the County Court often differed over some responsibilities. Restructured government offered the first clear answer to this problem by clearly defining duties.

One of the most historic buildings in Shelby County is the Shelby County Courthouse, which is an architectural work of art crowded onto an entire city block in the heart of downtown Memphis.

Constructed in 1909 at a cost of \$1,500,000, the dignified building is dwarfed by newer, taller buildings in the area. For many years, the building's 106,000 square feet housed most city

and county offices plus the courts. Many of the agencies now have their own buildings and the Courthouse is almost devoted entirely to the judiciary. The main entrances to the Courthouse are flanked by the imposing larger-than-life statues of Morose Rhind, a Scottish sculptor. He placed Peace and Prosperity by the Second Street entrance, Authority and Liberty at the west door on Adams, and Justice and Wisdom at the eastern entrance on Adams. Much of the detail on the statues has been lost over the decades as the elements have taken their toll.

Other figures on the building were built with limestone from Bedford, Indiana, by the general contractor John Pierce of New York from the plans of the architect James Gamble Rogers.

The decorative figures include six triangular pediments near the upper corners of the side and front of the Courthouse. They represent the different kinds of law—religious, Roman, statutory, common, civil and criminal.

The figures standing above the Washington entrance to the Courthouse are Integrity, Courage, Mercy, Temperance, Prudence and Learning. In 1940, Learning was decapitated by a bolt of lightning, but the three-story fall only flattened her nose.

In 1965, Integrity lost her head when a crane lifting air conditioning equipment struck her. Her head was shattered, but a replacement was installed. In 1969, her head dropped again—this time through the back window of a parked car. Again, the head was replaced.

Despite the beautiful statues gracing the exterior of the Courthouse, one of the most famous statues in the South is found in the main corridor. It is the bust of Andrew Jackson, given to the city before the Civil War. Somewhat worn by its exposure to the weather during its years in Court Square, Jackson's bust looks directly onto a front portico which receives the Southern sun through its 13 windows. Seven different marbles from Vermont, Pennsylvania, Alabama, and Tennessee were used in this impressive hall. The Grecian ceiling is divided into 15 panels—two at the ends and 13 corresponding to the windows.

The Courthouse—practically indestructible and fireproof—is built around a courtyard which served to light and ventilate inside offices. The statues on the Courthouse have stood watch through seven decades as their once quiet river town has grown into a bustling, modern city.

Tax Dollars Return To Their Sources

It is well-known that most of the county's tax dollars come from property owners within the City of Memphis.

Not as well-known is the fact that most of the county's tax dollars return to city residents in the form of services from county government.

Budget figures show that while 82 per cent of the money raised by the county property tax rate comes from Memphis, that same amount pays for service for Memphians.

County taxes totally pay for many services such as the City of Memphis Hospital, and jointly fund some others, such as the health department. However, most of the persons helped by these agencies are Memphians outside Memphis.

Of the \$85,800,000 in property tax dollars collected in the 1977-78 fiscal year, \$70,048,851 was spent for services within the Memphis city limits. The remaining \$15,751,148 was spent outside Memphis.

Of the \$4 county property tax rate, \$1.79 was earmarked for the local school systems. Most of these tax dollars are given to the Memphis school system—\$25,896,150 during the 1977-1978 fiscal year. County schools received \$4,568,850, for a breakdown of 85 per cent of the city and 15 per cent for the county.

The City of Memphis Hospital received about \$14,000,000 from the property taxes and statistics show that 81 per cent of the patients treated in the complex are residents of Memphis.

Of the about \$3,800,000 budgeted to the Health Department, 85 per cent goes to provide services for city dwellers. The \$463,000 earmarked for the Election Commission is spent primarily within Memphis. In fact, 89 per cent is.

Almost all of the approximately \$5,800,000 allotted to the public defender, Peral Farm, attorney general and judicial divisions are spent on city residents. Only four per cent is spent on county citizens while 96 per cent, or about \$4,750,000 is spent for Memphians.

Although the sheriff's department conjures up images of deputies patrolling sparsely populated areas of the county, many of its functions are within the city of Memphis. For example, most of the persons housed in the Shelby County jail on state criminal charges are from Memphis. Money is spent serving summonses for civil and criminal cases and for the salaries of court bailiffs. Again, most of the persons in

the courts are Memphians. So, functions show that most of the sheriff's \$6,000,000 in tax dollars are spent within the city.

County records show that 87 per cent of the tax dollars channeled to the county clerk's office, Tall Trees, Veterans' Services, TSCC, Convention Center, Building Inspection, landfill, cemetery, coroner, assessor, trustee, County Court clerk is spent for services for city residents.

Financing County Government

Shelby County Government in fiscal 1977 operated on a budget in excess of \$240,000,000.

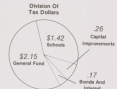
The general fund budget was \$152,909,481 to fund continuing departments at county government. The capital improvements budget amounted to \$79,940,862 and the bonds, principal and interest budget totaled \$7,841,440.

The county realty tax of \$4.00 per \$100 of assessed valuation produced \$65,800,000. The \$4 tax rate is divided to provide \$2.15 to the general fund, \$1.42 for schools, \$0.26 for capital improvements and \$0.17 for bonds and interest.

The \$2.15 for the general fund produces \$46,117,588. The school's share produces \$30,459,000 the capital improvements fund generates \$5,577,000 and the bonds and interest produces \$3,646,500. The county realty tax produces 56 per cent of the funds needed to operate county government. The remaining funds are generated by fees, federal grants, state grants, permits and other fee-producing items.

Budgets under the Administration

Division of Administration	
and Finance	\$ 12,308,821
Division of Health	
and Public Services	12,089,497
Division of Public Works,	
Fire and Connections	12,390,253
Hospitals	12,789,541



Parts About Your Government

Tax Rate	\$4.00
Total Budget	\$ 240,001,783.52
Tax Produces	\$5,800,000.00
1977 Realty Tax	
Assessment	2,066,341,970.00

Waller County has many beautiful communities, such as Adelphi.

